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ABSTRACT

An overview is provided of the activities and accomplishments of the Minority Business Enterprise Project (MBEP) between 1983 and 1989. The project's objectives are to provide education, training, and assistance to minority entrepreneurs, business owners, and managers through the nation's two-year colleges. Section 1 underscores the importance of minority business development and identifies obstacles to minority business success. Section 2 explains the origins of the MBEP and describes the project's major components (i.e., development of partnerships between private and public sectors, entrepreneurship education, business management training, technical assistance, clearinghouse services, and workshops and seminars on minority business development). In addition, this section identifies the organizations and partners in the MBEP, including the American Association of Community and Junior Colleges, participating community and junior colleges, the Minority Business Development Agency, minority business development centers, the National Minority Supplier Development Council, Opportunities Industrialization Centers of America, Inc., Jobs for Progress, Inc., and participating high schools. Section 3 offers an overview of local minority business enterprise programs, highlights the achievements of 45 community colleges, and discusses the purpose and accomplishments of regional partnership forums. Section 4 projects future directions for the project. Appendixes provide a statistical summary of MBEP activities and a resource list of government agencies, private organizations, publishers, and instructional resources. (AYC)

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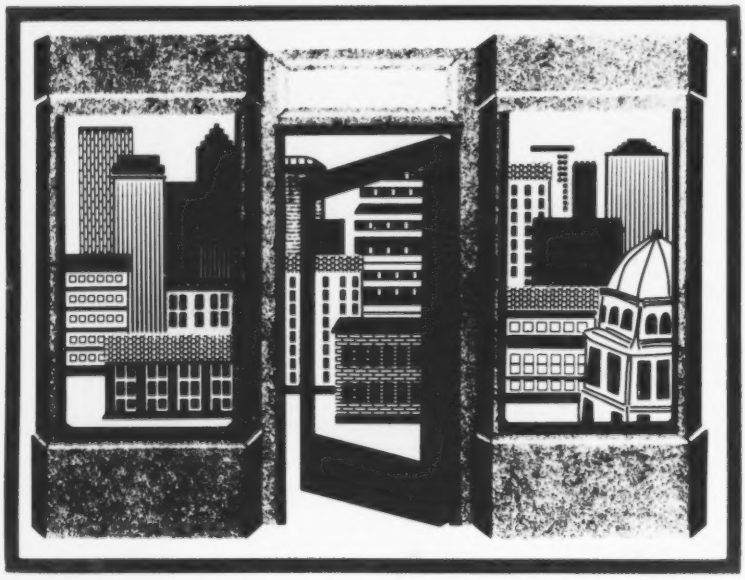
A Report on the

MINORITY BUSINESS ENTERPRISE PROJECT

1983–1989



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A Report on the

MINORITY BUSINESS ENTERPRISE PROJECT

1983–1989

Minority Business Enterprise Project
Grant No. 98-20-83034-01

A Report on the Minority Business Enterprise Project, 1983-1989

Prepared by: Enid B. Jones

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Table of Contents

Preface 4

I. Minority Entrepreneurship: An Overview 5
- Importance of Minority Business Development
- Obstacles to Minority Business Success

II. The Minority Business Enterprise Project 6
How the Project Began 6
Components of the Project 6
The Project's Partners . . . A Unique Collaboration 7
- American Association of Community and Junior Colleges 7
- Participating Community, Technical and Junior Colleges 8
- Minority Business Development Agency, United States Department of Commerce 8
- Minority Business Development Centers 8
- National Minority Supplier Development Council 9
- Opportunities Industrialization Centers of America, Inc. 9
- SER/Jobs for Progress, Inc. 9
- Participating High Schools 9

III. Local Minority Business Enterprise Programs 10
Summary of Project Goals, 1983-1989 10
Achievements of Participating Schools 13
Regional Partnership Forums 25

IV. Future Directions for the Project 27

V. Appendices 28
- Summary of Activities 28
- Resources 29
- Minority Business Enterprise Project Staff 32

Preface

The American Association of Community and Junior Colleges takes pride in the accomplishments of its Minority Business Enterprise Project, now in its sixth year of providing education, training, and assistance to minority entrepreneurs and existing minority managers and owners through the nation's community, technical, and junior colleges. The Minority Business Enterprise Project, generously supported by the Minority Business Development Agency, U.S. Department of Commerce, is a critical component in AACJC's national strategy to enhance the performance of minorities in this country's economic sector. It is a far-reaching initiative that accomplishes its purpose by establishing substantive long-term partnerships between education, government, and industry, with leadership from America's two-year colleges.

This comprehensive six-year Report on the Project's work presents these partnerships in detail, with particular attention to the achievements of 52 participating colleges whose daily efforts enrich the lives of thousands of minority youth and business owners and managers. Beyond serving as a summary of the Project's accomplishments, the Report is intended as a resource that will prove valuable to other colleges as both a stimulus and a guide for their work in enhancing the participation of minorities in the economic life of this country.

The American Association of Community and Junior Colleges is appreciative of the funding support it has received from the Minority Business Development Agency, U.S. Department of Commerce, which enabled it to perform the Project's vital work. It also values greatly the guidance afforded by the staff of both the MBDA Washington regional office and the MBDA national office.

We are deeply indebted to Enid B. Jones, Project Director, for the leadership she has provided this effort, and we appreciate the assistance we have received from Lois Snyderman, Eisenberg Associates, in preparing this publication.

Dale Parnell

President
American Association of
Community and Junior Colleges

I. Minority Entrepreneurship: An Overview

THE IMPORTANCE OF MINORITY BUSINESS DEVELOPMENT

Increased participation in the business world is essential to improving the economic status of minority Americans. The individual, of course, profits from the opportunities for economic self-sufficiency provided by a career in business and the economic power that comes with the ownership of property. The community gains from new jobs created by minority-owned businesses, from the products and services they provide, and (in older urban areas, in particular) from the contributions they make to revitalizing declining neighborhoods. In addition, successful minority business men and women afford the minority community a more prominent voice in the political and economic decisions that affect their lives.

The Association of Community and Junior Colleges (AACJC), through its Minority Business Enterprise Project (MBEP), recognizes the importance of encouraging and strengthening minority entrepreneurship, for the good of both the individual and society. The Minority Business Enterprise Project has opened new doors of opportunity for thousands of minority Americans in the seven years since its inception and made the American dream of business ownership a reality for many who thought it unattainable.

OBSTACLES TO MINORITY BUSINESS SUCCESS

The Director of the Minority Business Development Agency (MBDA), James H. Richardson-Gonzales, noted in a speech in 1984 that "the entrepreneurial spirit among minorities in America today is vibrant and can only get stronger." While his assessment is heartening, there are, nevertheless, formidable social and economic obstacles to business success for minorities, including:

- *A lack of awareness* on the part of minority youth that entrepreneurship is a viable career choice:
- *A large pool of Americans* (many of them young, and from minority backgrounds) who have the potential for business entrepreneurship but lack the necessary finances, training, and motivation;
- *The inaccessibility of appropriate training materials:*
- *An economic climate* in which minority business owners with a minimum of business experience find it increasingly difficult to compete; and
- *An absence of minority role models,* in some instances.

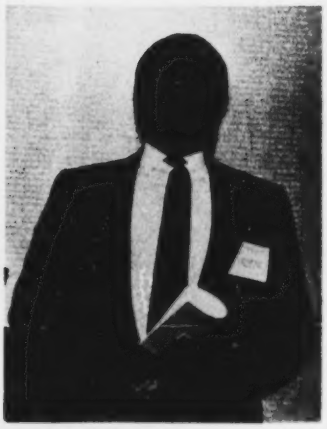
The result is that a large number of young, primarily minority, Americans are unemployed or underemployed, occupying low-paying positions that do not utilize their potential and that present little or no opportunity for advancement. Business entrepreneurship, moreover, is usually not considered a viable career option, particularly among minorities with little or no exposure to the business world. And minority businessmen and women who lack managerial and financial planning skills find business success elusive.

The situation, clearly, represents a challenge to society. It is incumbent upon our nation, as a democracy which values its human resources, to develop the programs necessary to keep those resources from being wasted. We must motivate minority youth to enter the field of business, offer the training needed to succeed, and provide existing minority business owners/managers with additional management skills. At the same time it is important to assist employers, employees and entrepreneurs in adapting to changing economic conditions and needs.

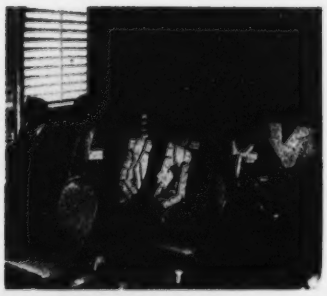
Our nation cannot afford to lose the strong entrepreneurial drive that has given it one of the highest standards of living in the world. It also cannot afford to ignore the challenge to continued prosperity which the situation represents. Chronic minority unemployment or underemployment and high failure rates for minority businesses are problems which must be faced and overcome if our economy–and our society–is to continue to be strong. All Americans must have an opportunity to fully share in the economic benefits of our free enterprise system. Resources exist to provide them with the tools to participate; the challenge is to identify those who need assistance and to motivate them to reach out for it.

John Henry, career education specialist, New Mexico Junior College, demonstrates computer capabilities to Hobbs High School students.

II. The Minority Business Enterprise Project



Lee Farley, Fresno City College, California, makes presentation at MBEP Forum during the AACJC Convention '89



Project directors and other participants at MBEP Forum during AACJC Convention '89.

HOW THE PROJECT BEGAN

By the early 1980's, it became obvious that the problem of strengthening minority entrepreneurship required a comprehensive new approach, one which utilized a wide range of government and community resources and was based on close cooperation between the public and private sectors. To meet this challenge the Reagan Administration directed the Minority Business Development Agency of the U.S. Department of Commerce and the Small Business Administration to assist in the formation of at least 60,000 new minority-owned businesses in the next decade. In addition, both agencies were to provide assistance in the expansion of at least 60,000 minority-owned firms in the same period. Emphasis was to be given to establishing labor intensive businesses in high-growth industries such as telecommunications, energy, and computer and robotic technology.

The former President also called for the Federal government to purchase an estimated $15 billion in goods and services from minority-owned businesses during fiscal years 1983, 1984 and 1985–an average of $5 billion per year.

Executive Order 12432, titled "Minority Business Enterprise Development," issued by President Reagan in July 1983, reaffirmed the Federal commitment to encouraging minority economic development. It also set out specific policies and actions to be taken by Federal agencies. A committee composed of representatives of 26 agencies was established to coordinate Federal programs in this area and to encourage private sector participation, a key component of the government's minority economic development initiative. In addition, in 1983 the President proclaimed the first week of October as national Minority Enterprise Development Week. The observance has become an annual event in honor of the contributions made by America's minority entrepreneurs and the individuals and organizations who actively support minority business development.

The Minority Business Enterprise Project was launched in September 1983 with a Minority Business Development Agency grant of $320,000 to the American Association of Community and Junior Colleges to fund a six-month program. The grant (made under the authority of Executive Order #11625) marked the beginning of a long-term public/private sector partnership between AACJC and MBDA which was to provide assistance to thousands of existing and potential minority entrepreneurs across the nation.

COMPONENTS OF THE PROJECT

The project's major program components are:

- **Development of partnerships** between the private and public sectors;
- **Entrepreneurship education** for minority youth, to make them aware of career opportunities in small business ownership and to motivate them to pursue business careers;
- **Business management training** for minority youth, to provide them with skills necessary to become successful business entrepreneurs;
- **Business management training** for minority business owners and managers, to improve their management skills;
- **Technical assistance** in the form of instructional materials to expand community college business training capabilities;
- **Clearinghouse services** on all aspects of minority management training and entrepreneurship;
- **Workshops and seminars** on minority business development, held in conjunction with the National Association for Equal Opportunity in Higher Education.

One of the most important components of the Minority Business Enterprise Project is its emphasis on the use of public/private sector partnerships among corporate, educational and governmental entities to enhance and support minority business entrepreneurship.

Since 1983, dozens of successful partnerships have been formed. These partnerships involve secondary and post-secondary educational institutions; small businesses and large corporations; private organizations; and public agencies at all levels of government.

The Minority Business Enterprise Project specifically addresses problems that inhibit development of minority businesses and

discourage minority entrepreneurship. It focuses on identifying public agencies and private organizations at local, state and national levels that can provide training in business development and management for minority entrepreneurs and minority business owners/managers, identifies the "audience" for their services; and encourages resource organizations and agencies to coordinate the delivery of services to that audience through programs established by community, technical, and junior colleges. The Minority Business Enterprise Project works through the nation's 1,234 community, technical and junior colleges collaborating with other colleges, universities, and organizations which have contact with minorities.

The agenda for the Minority Business Enterprise Project is based on the following premises:

- Local community colleges and other educational institutions have major contributions to make to minority economic development programs:
- Partnerships between the private and public sectors (education, government, and business) are critical to achieving substantial increases in minority business development;
- Minority business development must be an integral part of all local community economic and business development efforts.

MBEP also stresses the importance of coordinating project activities with existing business training programs. The 1986-87 MBEP, for instance, specified that participating colleges provide participants with opportunities to apply their new business skills in a practical manner. To achieve this goal, it recommended utilizing the resources of such organizations as Junior Achievers, Distributive Education Clubs of America, and Future Business Leaders of America. In addition, every effort was to be made to arrange internships, apprenticeships, and other on-the-job learning experiences for participants.

Strong community involvement is also essential for the success of the Minority Business Enterprise Project. Project staff must be sensitive to both community weaknesses and strengths. A thorough knowledge of the needs of the project's target area is essential in identifying those organizations and agencies that will be most helpful. One of the project director's first tasks, therefore, is to organize a broad-based, dedicated MBEP advisory committee from within the community. Potential organizations from which committee members can be selected include secondary and post-secondary schools; Minority Business Development Centers; local chambers of commerce; corporate, trade, and professional associations; the Urban League; the NAACP; neighborhood youth organizations; community organizations; the media; and local entrepreneurs.

Mobilization of public support is vital to the successful recruitment of participants, local entrepreneurs, and project sponsors. City officials, governors, congressional representatives, educators, chamber of commerce officials, trade association leaders, and corporate executives represent significant sources of assistance, for both program planning and implementation.

The Minority Business Enterprise Project has produced two important new tools for strengthening the ability of community colleges to network. The first is the MBEP "clearinghouse," a part of the ACCESS network, which has developed into an important electronic information exchange for community, technical, and junior colleges. ACCESS is a state-of-the-art electronic communications network that allows sharing of documents, messages, databases and other information, via computer. More than 1000 colleges have already been granted access to the network.

The second new networking tool is the *Director's Planning Guide*, prepared under the 1983-84 MBEP for use in communities wishing to replicate the project. The *Director's Planning Guide* contains steps to be followed in setting up successful MBEP programs, lists of resource organizations and agencies, and examples of useful program materials.

THE PROJECT PARTNERS... A UNIQUE COLLABORATION

American Association of Community and Junior Colleges

With leadership from American Association of Community and Junior Colleges, the work of the Minority Business Enterprise Project reflects a growing partnership between public agencies, private corporations, and educational institutions in the area of minority business training. AACJC is particularly well-suited to manage MBEP because of its role as the national representative of over 1,200 community, technical, and junior colleges in the United States. Community colleges provide a major educational resource for minorities, with fifty-five percent of all minorities in higher education in the United States enrolled in community, technical, and junior colleges. AACJC

believes that community colleges can make a major contribution to the resolution of some of the nation's major problems, including minority business development.

Participating Community, Technical, and Junior Colleges

The nation's community colleges are a perfect vehicle for implementing the community outreach and minority training goals of the Minority Business Enterprise Project.

Community, technical, and junior colleges have four key characteristics:

- They are **community-based institutions** that establish important linkages with high schools, community groups, and employers and provide training at times and places convenient to students;
- They are **cost effective,** offering high-quality programs at low cost to both students and taxpayers;
- They provide a **caring environment,** with expert faculty dedicated to meeting student needs regardless of age, sex, race, or previous academic preparation;
- They offer **comprehensive programs,** including 1) occupational/technical classes that prepare students for employment or assist those already employed to upgrade their skills, 2) liberal arts curricula covering the first two years leading to a baccalaureate degree, 3) developmental education programs that help students improve their basic academic skills and acquire the tools necessary for lifelong learning, and 4) adult education courses that respond to individual interests and needs.

All community college participants in MBEP must be AACJC members.

Minority Business Development Agency (MBDA), U.S. Department of Commerce

The Minority Business Development Agency is the only Federal agency specifically created to establish policies and programs for strengthening and expanding the nation's minority business community. The agency works closely with American Association of Community and Junior Colleges on the development and implementation of MBEP and has funded the project each year since 1983.

MBDA headquarters is located in Washington, D.C., with regional offices in Atlanta, Chicago, Dallas, New York, San Francisco, and Washington.

The agency funds a network of approximately 100 Minority Business Development Centers (MBDCs) located throughout the nation. These centers provide minority entrepreneurs with management and technical assistance services to start or expand businesses. MBDA also helps Federal, state and local government agencies and major corporations increase their purchases from minority-owned firms and encourages such firms to become involved in international trade.

Minority Business Development Centers (MBDCs) and The National Minority Supplier Development Council

Minority Business Development Centers are MBDA-funded organizations which offer a wide range of business services to minority entrepreneurs and which are located throughout the country in areas with large concentrations of minority populations and minority businesses. MBDCs are staffed by business specialists who have the knowledge and practical experience needed to run successful, profitable businesses. Selected on a competitive basis, MBDCs can be operated by a variety of entities, including profit or nonprofit organizations, state or local government agencies, Indian tribes, or educational institutions. The Federal government provides a percentage of each MBDC's project cost, with the local MBDC providing the balance.

Minority Business Development Centers offer such services as:

- **Business Planning**–for Start-ups and expansions;
- **Marketing**–to help sell a company's products and services;
- **Financial planning**–to assure adequate financing for business ventures;
- **Loan packaging**–to acquire capital to finance business activities;
- **Bid estimating and bonding assistance**–for construction projects; and
- **Management counseling**–to upgrade the operation of personnel, accounting, and inventory systems.

MBDCs play a major role in MBEP at the local level by mobilizing community resources in support of the program and by identifying minority business owners/managers who might benefit from management training sessions. They help select appropriate program topics and instructional materials, publicize entrepreneurial activities sponsored by MBEP, and recruit minority business owners to "showcase" their businesses at youth career fairs.

MBEP also makes extensive use of the

National Minority Supplier Development Council. Established by MBDA to expand opportunities for minority companies, the national council operates through 49 regional councils. Regional councils provide an information network through which minority-owned firms may advertise their products and services and corporations may identify minority-owned businesses capable of meeting their needs.

Opportunities Industrialization Centers of America, Inc. and SER/Jobs for Progress, Inc.

In the first three years of the Minority Business Enterprise Project, participant recruitment was subcontracted to two national minority advocacy organizations which specialize in linking youth to business and industry, the Opportunities Industrialization Centers of America, Inc. (OIC), and SER/Jobs for Progress, Inc.

OIC was uniquely qualified to assist the MBEP effort, given its extensive experience in training, entrepreneurial skills development, and youth services. OIC worked with public agencies, the private sector, and community-based organizations in designated MBEP communities to generate the level of local involvement and support needed to assure program success.

SER, which is also committed to securing employment opportunities for young Americans, operates through a national network of 80 affiliate training centers and its Business and Industry Advisory Councils. Each of its programs is tailored to meet the specific needs of the community in which it is located.

Primary responsibilities of OIC and SER were to provide local planners with tools for recruiting large numbers of minority youth for participation in the business awareness sessions. They helped project leaders gain access to economic development resources in the participating communities, thus ensuring continuing support for minority business training initiatives.

SER and OIC also:

- **Assisted Minority Business Development Centers** in providing services to the Minority Business Enterprise Project at each of its sites;
- **Promoted project expansion** to other communities in their networks; and
- **Assisted in disseminating project materials.**

Participating High Schools

An important component of the Minority Business Enterprise Project is participation of high schools with a large number of minority students. The Borough of Manhattan Community College in New York, for example, held several conferences for high school students as part of its involvement in MBEP. The college worked closely with staff of the Board of Education's Youth Leadership Program to reach high schools and to design conferences which would appeal to a wide spectrum of student interests and abilities. One such conference focuses on entrepreneurship opportunities in horticulture, food service, and the hospitality industry. Over 400 students and teachers took advantage of the opportunity to hear presentations by representatives of such enterprises as the Good Humor Corporation, David's Cookies, and a leading New York City landscaping firm. A number of conference speakers were invited to address students at participating high schools.

James Richardson-Gonzales, and project directors and students from grantee colleges at MED Week observance, October 1988.

III. Local Minority Business Enterprise Programs

Although new program components have been added each year since the inception of the Minority Business Enterprise Project in 1983, the overriding goals of the project have always been the generation of new employment opportunities for minorities; increased opportunities for minority business ownership; expanded private and public sector involvement in strengthening minority entrepreneurship; and the introduction of entrepreneurial concepts at an early age. Within this framework, MBEP is divided into two major program components.

- **Minority youth business career awareness activities,** designed to introduce young people to career opportunities offered by business ownership/management and to motivate them to pursue such careers; and
- **Minority business owner/manager training,** which focuses on improving management skills.

Soon after inception of the project, a third major component was added: business management training for youth, to supplement career awareness activities.

Under the initial project funding proposal to the Minority Business Development Agency (1983-84), American Association of Community and Junior Colleges proposed to contract with 12 community colleges to develop programs which would introduce 12,000 minority youth to the opportunities offered by small business ownership or management. In addition, intensive management training would be provided for 600 minority small business owners/managers. The six-month project was to be administered through AACJC's National Small Business Training Network, with assistance from two affiliated councils of AACJC, the American Association of Women in Community and Junior Colleges and the Council of Black American Affairs.

Already-existing cooperative relationships between participating community colleges, local business organizations, civic groups, and economic development agencies were to be utilized fully. In addition, cooperative ties were to be established with the Conference of Mayors and the National Alliance of Business, two organizations with which AACJC shares a number of common interests and goals.

The 1983-84 project emphasized the importance of establishing partnerships with local high schools and encouraging their full participation in the program. The Association had, prior to MBEP, embarked on a new high school-community college initiative under the "two plus two" program, designed to produce highly competent technicians through two-year basic skills training programs in high school and two-year technical skills development programs in community colleges.

The 1984-85 project included an increase in participating colleges from 12 to 18, with two of the original schools declining to participate again and with the addition of four Native American and four rural colleges.

Twenty-two thousand minority youth were targeted for the youth awareness component of the program and 1,100 adults for the management training component. Each participating college was responsible for reaching 1,500 youth and 75 business owners/managers. A "Phase II" was added to the youth awareness segment to provide

Presentation of certificates to participants marks conclusion of 1984-1985 MBEP at Miami-Dade Community College.

follow-up activities for those participating in the initial program.

Under the 1985-86 project, MBEP targeted comprehensive services to 18 participating colleges, including five historically Black schools and 13 colleges characterized by high minority or Native American enrollment or a rural location. All 1,200 AACJC member colleges, however, benefited for MBEP through dissemination of project information and materials.

A major addition in the 1985-86 project was the inclusion of business management training for minority youth, in addition to career awareness activities. The inclusion of a business training component was in response to the growing need to provide more economic opportunities for youth. Additionally, increased efforts would be made to provide participants with opportunities to apply newly-acquired business skills through business apprenticeships and internships. The emphasis was on providing "hands on" entrepreneurial training for minority youth in order to better prepare them for business ownership.

Two additional goals in the 1985-86 project were:

- Development of stronger MBEP linkages with historically Black colleges; and
- Expansion of the clearinghouse function.

The mission of the expanded clearinghouse was to identify suitable training materials and successful programs and partnerships; to form linkages with clearinghouses administered by the MBDA, the National Alliance for Business, and others; and to disseminate MBEP information to AACJC network colleges, public agencies and private organizations.

In addition, increased efforts were to be directed toward securing financial and technical assistance from the public and private sectors at both the national and local levels, with special emphasis on working with Minority Supplier Development Councils, corporations, foundations and Federal agencies.

In all, program objectives for 1985-86 included serving 25,000 minority youth through youth business awareness activities; 1000 through youth career education training; and 1500 business owners/managers through business management courses and workshops.

With its 1986-87 project, MBEP initiated a series of highly successful forums at the state and regional levels to facilitate the formation of partnerships, to strengthen secondary and post-secondary business education programs, to encourage private sector participation in the project, and to promote community economic development. In addition to representatives of participating community colleges, hundreds of individuals from a wide range of four-year colleges and universities, high schools, public agencies, and private organizations have participated in these forums, held annually since 1987. Forum discussions focus on such timely topics as sources of financial assistance for minority business development, minority business student expectations, and techniques for developing new Minority Business Enterprise Project partnerships. Forum participants come away with information and contacts which enable them to expand their existing partnerships and to plan for new ones.

The 1986-87 program built upon the achievements of the preceding three years by seeking to increase outreach capabilities and by developing certain components in more detail. Clearinghouse functions were expanded and more hands-on business training for youth was included. In addition, more effort was put into disseminating information on model minority business education programs, for replication by other community colleges. Eighteen thousand youth were targeted for business career awareness activities; 1,200 for business education training; and 900 business owners/managers for management training sessions.

By the end of 1987, MBEP had grown to include 42 colleges in 30 states and more than 35 state and local government agencies and organizations.

The primary emphasis in the 1987-88 project was on expansion of partnership initiatives through the grant-making process. Rather than dividing available funding among a dozen participating colleges as before, the number of schools awarded grants would be limited, with one community college selected from each of six MBDA regions; each grant would, therefore, be larger than in the past. This allowed participating colleges to better leverage their MBEP dollars and to provide more project services.

The 1987-88 project stressed the partnership concept, specifying that program applications be submitted in collaboration with the Regional MBDA, the local MBDC, or the local National Minority Supplier Development Councils; there would continue to be a minimum of twelve participating colleges.

(L-R) Elaine Gunther, Marketing, Automated Science Group; Mike Caliazzo, Comm. Development & Retraining, Dundalk Comm. College

The "joint proposal" requirement encouraged applicants to develop partnerships before applying, making additional resources available to participating colleges and strengthening their efforts to secure maximum community participation.

While guidelines for partnership activities were flexible, to encourage local program initiatives, the 1987-88 project continued to stress the program's original goals, ie: activities must benefit minority business persons, minority youth, and educational institutions with high minority enrollment.

The 1988-89 project, for the first time, established a consortia of project colleges, with eight selected community colleges (one from each MBDA region) developing MBEP programs in partnership with eight other schools (or, in the case of Bronx Community College, with another entrepreneurial education project). "Applicant" colleges are shown in heavy type in the following list of participating schools, followed by "Joint Project Institutions:"

Bronx Community College/South Bronx Entrepreneurial Education Project (New York MBDA Region)

Catonsville Community College/Community College of Baltimore (Washington, D.C. MBDA Region)

Community College of Denver/Community College of Aurora (Dallas MBDA Region)

Florida Community College/Edward Waters College (Atlanta MBDA Region)

Fresno City College/Kings River Community College (San Francisco MBDA Region)

Haskell Indian Junior College/University of Kansas (Chicago MBDA Region)

Laredo Junior College/Bee County College (Dallas MBDA Region)

Milwaukee Area Technical College/Waukesha County Technical College (Chicago MBDA Region)

In addition, a non-participating school, Laney College in Oakland, California, sponsored a Regional Partnership Forum.

Members of the consortia were to continue to focus on the original program goals, promoting minority economic development through a series of workshops, seminars and forums at local, regional and state levels. Three regional partnership forums (in the Chicago, New York, and San Francisco MBDA regions) were to be held during the project period to bring together selected representatives from community colleges, four year colleges, universities, high schools, state departments of education, the private sector, and the MBDA national and regional staff. The forums were used to discuss methods for facilitating both the formation of partnerships and the strengthening of business education programs at the secondary and post-secondary levels.

In addition to the forums, the MBEP scope of work for 1988-89 called for participating schools to:

- Provide 900 minority youth with opportunities for on-the-job business training through classes, apprenticeships, and internships;
- Sponsor business management seminars, workshops, and classes offering technical assistance to 900 minority business owners;
- Conduct business awareness activities for 12,000 minority youth through career business fairs, field trips, exposure to minority entrepreneur role models, and "shadowing days" at local businesses;
- Maintain an Advisory Committee to bring together all community resources and to serve as a continuing forum for discussion of economic development; and
- Expand the clearinghouse component of the project.

A major focus of the 1988-89 MBEP was "youth initiatives," special projects that supplemented the youth business training activities. Youth initiatives could include such activities as writing a business plan, developing guidelines for a business-related poster contest, and outlining steps for establishing a hypothetical business. Youth initiative activities were showcased during Minority Enterprise Development Week in October, 1988 and at the MBDA National Conference in August of that year.

In March of 1989, MBEP was spotlighted at American Association of Community and Junior College's convention in Washington. Titled "Building for a New Century," AACJC's 69th annual convention focused on five subjects of interest to community colleges:

- "Institutional Issues," such as funding sources and professional development;
- "Partnerships for Learning," such as student retention and support services;
- "Curriculum and Instruction: From Literacy to Lifelong Education," with the emphasis on curriculum issues;
- "The Classroom and College as a Community," with presentations on technology and teaching and excellence in teaching; and

- "Connections Beyond the College," stressing partnerships with potential employers, elementary and secondary schools, and four-year colleges.

The goals and accomplishments of MBEP were presented at a forum entitled "Forging Links Between Business and Education." The forum featured both current and former MBEP Directors and representatives of two participating organizations, Milwaukee Area Technical College and the South Bronx Entrepreneurial Education Project. An MBEP exhibit booth highlighted the accomplishments of participating community colleges.

ACHIEVEMENTS OF PARTICIPATING COLLEGES

The community, technical, and junior colleges which have joined with American Association of Community and Junior Colleges and Minority Business Development Agency to implement the Minority Business Enterprise Project have been essential to ensuring its success. As member AACJC colleges, they have been directly responsible for planning and carrying out the training/motivation/outreach components of the program and for forming the community/government/business partnerships which are so central to achieving program goals. Participating colleges have always been chosen on a competitive basis, in response to AACJC project announcements.

Benefits derived by community colleges from their participation include:

- **Expanded recognition** within their communities;
- **Increased corporate support** in the form of technical and financial assistance;
- **Increased opportunities for students** to acquire "hands-on" business experience through internships, assistantships and cooperative work assignments; and
- **Increased access to industrial and commercial networks** that can assist minority business development.

Listed below are each of the participating schools, dates of participation, and a summary of their achievements.

Albuquerque Technical Vocational Institute in Albuquerque, New Mexico (1983-84), with strong support from the private sector, conducted a conference entitled "Minority Youth in Business Ownership." The conference introduced participants to small business ownership opportunities through special presentations, innovative workshops, business "talent contents," and one-on-one sessions with local business owners. Workshop topics included "Tangible Ways to Make Dreams Come True," "How It Is to Own a Business," "Technological Entrepreneurship," "and Future Trends of Small Business Growth in the New Mexico Area."

Atlanta Junior College in Atlanta, Georgia (1983-85) conducted a multifaceted program of Minority Business Enterprise Project activities in partnership with the Atlanta public school system. As the result of an elaborate collaborative planning process involving the Board of Education, high school principals, teachers, counselors and an advisory committee, the project sponsored a series of career day forums, academic planning sessions, a poster contest, an essay contest, and "Youth Minority Business Week." An outstanding example of community cooperation and support, the Atlanta MBEP was publicized by the city's two major newspapers, the governor, and the mayor. Project partners also included the MBDA's regional and local offices, the Atlanta Chamber of Commerce, other community colleges, historically Black colleges and universities, and other institutions of higher education in the Atlanta area.

Bergen Community College in Paramus, New Jersey (1986-88) held entrepreneurial training sessions in finance and business management as well as career counseling seminars for more than 1,700 Black and Hispanic students. Sessions were conducted by 200 community business leaders who outlined business management and entrepreneurial opportunities in careers ranging from banking to retailing. Additional seminars were offered in work processing, typing, and building entrepreneurial skills. The college also produced a 28-minute video, "The Minority Business Enterprise Project at B.C.C." Carried by several media outlets, it was especially effective as a recruitment tool when aired by Channel 41, a local Hispanic television station, one of the project's many community partners.

Under its 1987-88 program, Bergen

James Montgomery, Milwaukee Area Technical College, accepts MBEP Participation Award at AACJC Convention '89. John Russell of MBDA presents award.

Community College utilized its community ties to successfully network minority youth with business people who shared their professional interests; the college hopes to strengthen and expand this business/education linkage in the future. Project activities included field trips to a minority-owned performing arts company, the Repertorio Espanol; presentations by experts from the fields of government, business, and education on such topics as business management, career development, government contract opportunities for minority business owners, and career and educational opportunities for minority youth; counseling sessions on job-hunting and resume-writing; and a seminar entitled "Government Assistance to Small Business Interested in Exporting." Three scholarships were awarded to minority youths in a scholarship competition which drew 19 participants. Over 2000 individuals participated in the project, including some 1500 in career awareness activities for minority youth; close to 400 in the youth training activities; and some 250 in the management training workshops for minority business owners/managers.

The Borough of Manhattan Community College in New York city (1983-85) co-sponsored a series of Minority Business Enterprise Project activities with the city's Leadership Program, High School Division, and the New York Board of Education. The two major activities were: 1) Vocational Education Week, during which students at participating high schools learned about career opportunities from top business leaders at special seminars and workshops; and 2) "Minority Entrepreneurship: A Career Alternative," a conference for high school students from across the city at which the pros and cons of becoming an employer, instead of an employee, were discussed by a panel of business people and educators. As a result of enthusiastic student response to the awareness programs, the college is considering the establishment of a School of Entrepreneurship that would develop entrepreneurial learning materials appropriate for youth training and a television series featuring young entrepreneurs, for use in high school and junior high school classes.

Bronx Community College in Bronx, New York (1986-89) utilized the assistance of some 80 business professionals to recruit more than 1,400 high school students from New York's ethnic communities as participants in its career awareness and business management programs in 1986-87. Topics included "How to Write a Business Plan," "Am I an Entrepreneur?" and "How to Decide What Business to Open." The college also held a business luncheon a business fair in cooperation with the project's advisory committee. Co-sponsors included the *Daily News*, the *Bronx Press Review*, the Bronx Chamber of Commerce, and the High School Retention Collaborative Program.

Under the 1987-88 program, several Bronx Community College students put their training to good use by starting their own businesses, armed with the latest information on the tools and techniques for successful entrepreneurship. Fourteen other participating students received scholarships, three of them awarded for prize-winning business plans in a contest open to all students in Bronx high schools. In addition, some 3000 students enrolled in Bronx Community College's "Orientation to Career Development" courses were exposed to the possibilities of business ownership through presentations on career options and field trips to nearby businesses. Special project seminars and workshops sponsored by Bronx Community College's Business and Professional Development Institute drew some 100 business owners/managers to presentations on such topics as "Using a Computer for your Business," "Franchising Opportunities," and "Should I Open My Own Business?" The Minority Business Enterprise Project provided Bronx Community College with the opportunity to expand its contacts with area high schools and economic development agencies, to present new career options to inner-city students, and to support the efforts of already-established inner-city entrepreneurs.

In the 1988-89 project, Bronx Community College joined forces with the South Bronx Entrepreneurial Education Project (SBEEP), which has been very successful in "turning on" minority high school students to the challenges and rewards of entrepreneurship. Combining intensive classroom work with hands-on internships in successful

minority businesses, over 50 special-education students from Bronx area high schools have been inspired to start their own businesses upon completion of SBEEP; they have included a cleaning service, production of upbeat "rap" songs, jewelry making, and a "Mr. Fix-It" business.

As part of its 1988-89 MBEP project, Bronx Community College conducted youth awareness training in conjunction with the South Bronx Entrepreneurial Education Project and hosted a Minority Youth Forum at which prizes were presented to outstanding project students; 75 attended and 38 received awards. The college also conducted youth awareness activities through a national television broadcast and reached approximately 400 minority youth through presentations at area high schools. To strengthen outreach efforts, Bronx Community College and SBEEP formed partnerships with the Boys and Girls Club of New Jersey, as well as the regional MBDA. Management training activities for minority business owners/managers included two small business skills training workshops (one in English and one in Spanish, using Small Business Administration staff) and a business opportunities fair. Bronx Community College and SBEEP also co-sponsored a very successful Regional Partnership Forum.

Catonsville Community College, Catonsville, Maryland, (1988-89) worked with its partner school, the Community College of Baltimore, to develop career awareness activities for Baltimore area minority students participating in a city-sponsored program specifically designed to help them meet educational and career goals. Activities included competitive events an a very effective business/youth "mentoring" program, which gave students an opportunity to work closely with experienced minority business people. In conjunction with the Education Committee of the Baltimore Chamber of Commerce, a one-day conference was held for the students on "Career Opportunities for the College Graduates in Our Expanding Economy." The morning session focused on self-awareness, while the afternoon session addressed career awareness. Catonsville Community College also hosted students from Carver Senior High School for a day-long session designed to expose them to opportunities for career development. MBEP partnerships were formed with seven area high schools, eight local firms, the city of Baltimore, and the Small Business Development Center.

City Colleges of Chicago in Chicago, Illinois (1986-87), posing the question "Would a Banker Sponsor Your Business?," launched a business plan writing contest that helped motivate over 1,000 high school students to consider careers in business. A panel of six judges representing the private sector evaluated the plans and selected three winners. In addition to cash prizes, the winners received certificates to attend small business training seminars at City Colleges or Chicago State University. The college also conducted a two-week training seminar on future business trends and how to prepare for them; Black and Hispanic business professionals served as seminar leaders. The seminar was cosponsored by City Colleges' Business Institute and the South Austin/Madison Corporation.

Coahoma Junior College in Clarksdale, Mississippi (1984-85), in partnership with the Coahoma County Chamber of Commerce and the Small Business Assistance Center of the University of Mississippi, sponsored a series of free seminars for minority business owners. Seminar topics included "Planning a New Business," "Small Business Financing," "Small Business Computers," "Credit and Collections," and "Establishing International Trade." Free technical assistance and counseling were provided to each business owner attending the seminar. Coahoma Junior College, a rural college with limited resources, found local partners willing to provide the necessary support to make the MBEP successful in Clarksdale.

Community College of Baltimore in Baltimore, Maryland (1983-85) established a Small Business Resource Center for minority entrepreneurs at its Harbor Campus in cooperation with the Baltimore MBDC, the Parren Mitchell Minority Small Business Group, the Baltimore Chapter, Small Business Administration, and the Mayor's Office on Small Business Development. The Small Business Resource Center provided information and referrals, technical assistance, busi-

ness management materials, and free business management training seminars. The seminars addressed such topics as "Minding your Own Homebased Business," "Coming to Terms with Profit, Loss and Cash Flow," "Understanding Business Legalities," "Managing Time, Money, and People," and "Writing a Business Plan for a Growing Enterprise." Other major activities included an entrepreneurial education program for youth during the summer months, monthly business management training programs for small minority business owners, and the use of venture capital funds to start student-owned businesses.

Community College of Denver in Denver, Colorado (1988-89) joined with Community College of Aurora and local organizations (including the Hispanic Chamber of Commerce, the Colorado Black Chamber of Commerce, the Denver Minority Business Development Group, Inc., and Minority Enterprise, Inc.) to develop a *Minority Business Speakers Directory*, for use in career awareness classes in local high schools. Minority youth training activities were held in conjunction with Minority Enterprise Development Week programs and included presentations on careers in foreign trade as well as special activities sponsored by the Hispanic Chamber of Commerce. A highlight of the Minority Enterprise Development Week observances was a trade fair which brought together over 90 representatives of the minority business community and 85 students for a day-long workshop on marketing techniques; next year's fair may be supplemented with a summer job training program for minority youth. Two participating students in an MBEP contest won a trip to Washington during Minority Enterprise Development Week for writing the best essays on the topics of how to develop a minority tourist program for Colorado and the Minority Enterprise Development Week trade fair. In all, some 50 essays were submitted. Off-campus training seminars were also held for minority business owners/managers, with emphasis on computer applications for small businesses.

Community College of Philadelphia, in Philadelphia, Pennsylvania, (1983-85 and 1987-88), in cooperation with Tasty Kake Corporation, Lehigh Valley Farms and the Urban Affairs Coalition, created Project EARN (Enterprise for the Advancement and Revitalization of Neighborhoods, Inc.) to provide street vendor training under its 1983-85 MBEP program for unemployed and underemployed Philadelphia youth. The four-week training curriculum included basic mathematics, customer relations, production management, cart maintenance, street survival, record keeping and city vending regulations. Of the 25 persons selected to participate, 14 completed the course.

Under the 1987-88 program, the Community College of Philadelphia, in conjunction with members of the local Minority Business Opportunity Committee, took its Minority Business Enterprise Project into the community, holding career awareness and management training workshops for minority youth and business people at sites throughout the city as well as on-campus. In on-campus workshops, students participated in business simulation games and met with members of an association of Black M.B.A. degree-holders to discuss business opportunities for minority students; the meeting was subsequently reported in *Fortune* magazine. Approximately 35 students received certificates for participating in the training workshops. Management workshops provided information on marketing and financing a small business, working with major corporations and government agencies, and small business trends to minority business people from a wide variety of backgrounds. In all, MBEP distributed information to and/or provided workshop training for 1600 youth and 75 business owner/managers.

Cuyahoga Community College in Cleveland, Ohio, (1983-85) and the Cleveland MBDC, in cooperation with the Cleveland Foundation and the Small Business Administration, formed a "Partnership for Progress" to provide intensive management training to minority small business owners and managers, and to introduce minority youth to the possibilities that business ownership/management offer as a career. Management training workshops were tailored to the expressed interests and needs of the students involved. Topics covered were "You and Your Business Taxes," "Loan Package

Development," and "Expanding Your Market–Import and Export." The project provided an abundance of management reference materials and workbooks to encourage further study.

Dallas County Community College District in Dallas, Texas (1986-88), with leadership from the District's Cedar Valley College, formed a community network of partnerships with organizations such as the Dallas Urban League and Texas Power and Light Company to carry out the MBEP. At the core of the Dallas County Community College District's career awareness program was the development of an "American Enterprise Series" kit comprised of films, teacher guides, and activity sheets designed to help students understand America's free enterprise system and their role in it. Over 500 students participated in career awareness motivational activities, including a high school essay contest on "Minority Entrepreneurship–What It Means to Me."

In 1987-88 some 1,200 Dallas County minority youths benefited from the business training and career awareness sessions conducted by the college under the youth awareness portion of its MBEP. Seniors in ten Dallas high schools attended workshops on such career-oriented topics as "How to be an Entrepreneur," "Business Management Tools," and "Career Development Techniques." Youth awareness activities culminated in a "Form a New Business Contest," with students submitting plans for launching new businesses in areas of particular interest to them. In addition to the sessions designed to attract minority youth into the business world, Cedar Valley College also sponsored (in close cooperation with the Dallas Black Chamber of Commerce) six very successful business management training seminars for the owners/managers of small minority businesses. The goal of the seminars, which attracted 396 participants, was to increase business skills in such vital areas as product marketing and financial planning. Cedar Valley College has received numerous requests from the business community for additional management training seminars. Based on the enthusiastic response which the project generated, Cedar Valley College anticipates sponsoring more workshops and establishing long-term professional relationships with community business leaders.

East Arkansas Community College, in Forrest City, Arkansas, (1984-85) developed and conducted an Entrepreneur's Fair as its primary MBEP activity. National, state, and local entrepreneurs set up displays on their businesses and held discussions with high school and college student on how to get started in business. The keynote speaker was Debbie Howell, founder and president of Debbie Howell's Cosmetics, a local success story. The Fair and follow-up training session received considerable local publicity and resulted in several new minority business success stories in the Forrest City area.

Fayetteville State University, in Fayetteville, North Carolina, (1986-87) used minority firms and community business leaders as the springboard to implement a multifaceted career training program to develop minority entrepreneurs among its high school and college students. Entrepreneurial workshops were offered at seven area high schools to help students outline their business career goals and develop educational plans to prepare them for today's work world. In addition, the college held community workshops on such topics as "Marketing For Your Small Business" and "Women in Business." A highlight of the program was the school's sponsorship of Fayetteville's Future Business Leaders of America conference. Some 1,200 high school students attending the conference were able to confer with specialists about business careers.

Florida Community College in Jacksonville, Florida (1987-89) "went international" for its 1987-89 project, holding two workshops on import/export opportunities for minority business owners. Co-sponsored by the Jacksonville Urban League's Minority Economic Development Program and the Northwest Council of the Jacksonville Chamber of Commerce, the workshops (which drew 42 participants) provided information to minority business owner/managers on assistance available from the Small Business Administration and other organizations in identifying and responding to international

trade opportunities. Minority businesses in the community were also actively involved in the youth technical training workshops sponsored by Florida Community College and conducted through the local Minority Business Development Center. Minority business owners made presentations at area high schools and played host to some 100 students who were given a firsthand view of management successes and problems; some 400 students also attended a Minority Business Development Center forum on preparing for business ownership, with the sessions videotaped for future use.

Under the 1988-89 project, Florida Community College and its joint project institution, Edward Waters College, provided an excellent example of how the 1988-89 program, with its strong emphasis on partnerships, worked. Under its MBEP proposal, Edward Waters College designed and implemented a model youth business training program and assisted in recruiting adults and youth to participate; Florida Community College, meanwhile, served as the fiscal agent and provided staffing for the overall project. Expanding the partnership concept, the Urban League provided training consultants and assisted in recruitment of youth and adult participants; the Minority Business Development Center also identified and help recruit potential participants. The accomplishments of this partnership included business training for 150 high school students; two workshops entitled "Small Business Training" for over 60 local minority business owners; and workshops on import/export marketing which attracted almost two dozen participants. The Urban League also sponsored several business management workshops. In all, the Florida Community College/Edward Waters College joint program reached over 650 youth and business owners/managers with a wide variety of educational activities.

Fresno City College in Fresno, California (1988-89), in conjunction with its joint project institution, Kings River Community College, and Fresno County Economic Opportunities Commission, the city and county chambers of commerce, the Fresno Private Industry Council and other local economic development agencies, held a business training workshop for over 150 young entrepreneurs. The curriculum focus was Fresno City College's small business management courses. Workshops included such topics as "The Psychology of Winning–Developing Positive Self-Esteem" and "Career Educational Options–Roads to success." The program provided over 50 participants with an overview of educational and occupational options. Posters, flyers, and T-shirts advertising MBEP were distributed throughout the city of Fresno, and two county-wide television broadcasts on the program by the National Economic Development Association stimulated awareness of entrepreneurship as a career alternative. A useful end-product of the MBEP was a new directory of area minority businesses.

Haskell Indian Junior College, in Lawrence, Kansas, (1984-89), a two-year college serving American Indians from across the country, conducted its 1984-85 MBEP activities as part of Haskell's centennial celebration. A Small Business Awareness and Management Conference featured workshops and seminars with American Indians actively involved in small businesses from five different tribes. The main attraction was the participation of Cherokee Indian Peggy Shreve, President, Frontier Engineering, Inc., in Stillwater, Oklahoma, and recipient of the 1984 National Minority Entrepreneur of the Year Award. The conference was videotaped for use in vocational, technical, and business classes at other colleges serving Indians.

Under its 1986-87 MBEP, Haskell Indian Junior College developed a $40,000 job training subcontract with United Tribes of Kansas and Nebraska that provided internships, job training, and job assistance to 100 Haskell vocational, technical, and business students. The project provided business career awareness and training opportunities for 1,000 students. A career fair headlined by Billy Mills–a Native American entrepreneur and Olympic track and field gold medalist–drew some 600 students and 30 employers. Mills addressed the students on the small business opportunities available to Indians, emphasizing that "profit is not unhealthy." Students at the fair also participated in a competition focusing on three areas: persuasive speech, business proposal writing, and poster creation.

The 1988-89 MBEP undertaken by Haskell Indian Junior College and its partner institution, the University of Kansas, was highlighted by "Marketplace '88," the fourth annual minority business exposition held by the college. Co-sponsored by the Association of Disadvantaged Business Enterprises, the Kansas Department of Commerce's Office of Minority Business, and South-

western Bell Telephone company, the two-day conference featured workshops, exhibitions, and an awards banquet and was designed to introduce minority business owners to corporate and government procurement personnel and procedures. Over 140 minority entrepreneurs heard presentations on such topics as identifying sources of funding for business development and marketing products and services.

Haskell Community College and the University of Kansas also conducted business awareness activities for minority youth to provide them with a better understanding of the business world and to upgrade their entrepreneurship skills. Approximately 375 students were introduced to entrepreneurship principles during orientation week by the Haskell Community College Career Planning and Placement Office, which recruited faculty members to discuss business career options. In addition, a career fair (planned jointly by faculty and students) attracted representatives of 50 state, local and national organizations and 400 students, 25 of them from local high schools. In all, the joint Haskell Community College/University of Kansas MBEP reached more than 700 students and 150 business owners/managers.

Hinds Community College in Raymond, Mississippi (1987-88) took on a challenging new role in the community as a result of its successful sponsorship of the Minority Business Enterprise Project. Hinds now acts as a clearinghouse for information on minority business development, responding to questions on such diverse topics as how to write a proposal, how to finance a new or expanding business, or how to obtain a franchise. The project featured two seminars for business owners/managers that concentrated on "how to" topics and made extensive use of minority business people in the areas of finance, public relations, and business planning. The seminars also covered "The Importance of Insurance," "The Use or Nonuse of Public Relations Programs," and "SBA Projects–A View from the Field." Conference evaluation forms indicated that the participants were pleased with both the agenda and speakers. Minority businesses were also actively involved in career orientation sessions with high school students in the five-county area served by the project. Representatives of real estate, construction, banking, and public relations firms were among the speakers who provided students with a broad look at business management techniques. Youth activities were capped by a competitive event featuring student projects. A special ceremony was held to recognize winning projects, which were selected on the basis of their originality and clarity.

Horry-Georgetown Technical College in Conway, South Carolina (1984-85) sponsored by a series of seminars designed to assist minority business owners in establishing good relationships with their bankers. Topics covered included "Why Business Owners Need Banking Services," "Choosing the Right Bank," "Establishing a Business Relationship with a Banker," and "The Lending Process and Investment Counseling." Horry-Georgetown conducted its seminars at high schools and local community centers.

Inter-American University in San Juan, Puerto Rico, (1983-85) delivered its MBEP activities in partnership with a broad range of concerned groups including Trio programs (Upward Bound, Special Services, Talent Search and Educational Opportunity Centers), vocational and technical schools, small business development centers, other higher education institutions, the chamber of commerce, banks, commercial television stations, the Department of Commerce and the Small Business Administration. This broad participation enabled a full range of youth awareness activities to be conducted for the entire island, including high school workshops, a lecture series and television programs.

Laredo Junior College in Laredo, Texas (1986-89) focused its 1986-87 MBEP on the ABC's of America's free enterprise system. Networking with groups such as Junior Achievement, the South Texas Private Industry Council, and the Laredo Chamber of Commerce, the project developed a step-by-step entrepreneurship program for youth in Laredo and San Antonio. Among its offerings were a comprehensive teacher's guide; "Free Enterprise At Work: How Entrepreneurs Make It Work for You," a film on successful entrepreneurs of various ages and talents; and seminars offering training in small business practices, personnel management, and computerizing records. Job fairs, career counseling seminars, and presentations on the free enterprise system at local colleges supported the MBEP effort.

During its 1987-88 program Laredo Junior College arranged to have a group of business people and educators join with it and San Antonio Junior Achievement to sponsor classes in business economics for students in

Laredo's middle and high schools. The senior vice-president of Laredo National Bank and the managing director of a General Motors plant were among community leaders who participated in the "applied economics" classes in a combined youth awareness/youth training project which reached approximately 1,200 minority students. The Laredo Rotary Club sponsored a student essay contest with the theme "How the Rotary 4-way Test Relates to the Ethics of the Free Enterprise System;" the winner of the contest was awarded a $500 scholarship. An important part of the management training portion of the project was a week-long tuition-free course entitled "Introduction to Computers for Business People." Held at Laredo Junior College, the course was co-sponsored by the Laredo Junior College's Department of Continuing Education and the Education Committee of the Chamber of Commerce. Students profited from hands-on practice in applying computer technology to business management problems.

Under its 1988-89 MBEP, Laredo Junior College, in partnership with Bee County College, developed a comprehensive program to meet the needs of minority students and business owners/managers in south Texas. Working with the South Texas Minority Business Enterprise Project, area high schools and the Laredo Chamber of Commerce (among others), the two schools scheduled Minority Enterprise Development Week activities to honor successful area minority business men and women and MBEP workshop students. The four most outstanding students were selected to participate in Minority Enterprise Development Week activities in Washington, D.C.

Business management training classes were held in each of the high schools in Laredo, using volunteer instructors from the business community. In all, over 700 students were given new insights on business entrepreneurship as a career possibility. Stressing community involvement, presentations were also made to the Kingsville Rotary Club and other local organizations on the need for entrepreneurial training for area youth. Over 150 minority business men and women took advantage of the special courses offered by the cooperating colleges in computer business usage, employment law, and opportunities in the import/export field.

Los Angeles City College in Los Angeles, California, (1986-87) coordinated its MBEP with the Hollywood Chamber of Commerce, local businesses, and school districts to arrange for 1,000 students to attend the Hollywood Palladium's second annual business exposition. Some 60 minority business exhibitors met with students to inform them of various entrepreneurial opportunities. Other activities included educational field trips, management training for minority business persons, and the development of such marketing tools as the "Mind Your Own Business" seminar series and "Marketing A to Z" brochure. Other community partners were the Business Development Center of Southern California, Meridian Group of Companies, Private Industry Council, Federation of Minority Business Associations, and Pacific National Bank.

Los Angeles Trade-Technical College in Los Angeles, California, (1983-85) conducted its MBEP with support from the MBDA, the Governor's Economic Development Task Force, the banking community and University of Southern California's Entrepreneurial School. The project sponsored a career fair at which local minority entrepreneurs shared their business expertise with students.

Lummi Community College in Bellingham, Washington, (1986-88) with the community's Native American population as its target, conducted a Business Career Awareness Workshop at the Northwest Indian Youth Conference in Tacoma, Washington, focusing on international trade. Presenters included representatives from the Lummi Indian Business Council and the Bureau of Indian Affairs. About 500 participants from over 100 schools, boards of education, and community school districts attended. Four-day training sessions simulated business management projects in the fishing, hotel, and restaurant industries. Additional courses in the "Principles of Management," "Starting Your Own Business," and "Business Management for Commercial Fishermen" were offered to business managers and owners.

In 1987-88, the MBEP at Lummi Community College opened a variety of doors for 369 potential Indian entrepreneurs. One of the major accomplishments of the project was a workshop for native American artists on marketing techniques which featured presentations by successful area artists, gallery owners, and museum curators. The workshop produced a groundbreaking agreement to develop a marketing network that could grow into a co-op of native artists. A

second major accomplishment was the presentation of a two-day workshop on "Starting a Small Business." The topic was thoroughly covered in presentations by tribal council leaders, the president of a prominent state bank, and representatives of the Small Business Administration and the Bureau of Indian Affairs. Exciting new partnerships have been formed as a result of the project, with Lummi Community College working more closely with the tribal council's Economic Development Task Force and developing closer ties with the Small Business Administration and the local banking community; local entrepreneurs also learned to network, to their benefit.

Miami-Dade Community College in Miami, Florida, (1983-85) as the cornerstone effort of their many-faceted MBEP, developed a unique partnership arrangement with the MBDC and selected lending agencies in the area. The arrangement stipulates that new start-up business owners must participate in a series of specially-designed management classes prior to being awarded their loan package from a participating local money lender. The management classes are sponsored by the MBEP through the college's business department.

Milwaukee Area Technical College in Milwaukee, Wisconsin (1987-89) worked closely under its 1987-88 program with a local consortia of business and educational organizations to develop a Minority Business Enterprise Project which would deliver meaningful management training and support services to minorities in the Milwaukee area. Included in the consortia were the Milwaukee Enterprise Center, the Minority Chamber of Commerce, Milwaukee's Minority Enterprise Office, and Juneau High School, a business-oriented school. Project funding was used to set up a minority business enterprise speakers' bureau, which eventually provided information on entrepreneurial opportunities to some 1500 minority youth. Milwaukee Area Technical College also sponsored 24 career exploration sessions which attracted over 900 minority youths. A business planning conference drew some 150 minority business owners/managers to workshop sessions on business development and management. Minority Business Week activities included a major conference on Hispanic economic development co-sponsored by American Association of Community and Junior Colleges, the Hispanic Chamber of Commerce of Wisconsin, Fiesta Mexicana, and 34 other local, state and national organizations. The two-day meeting was attended by 150 area residents and featured presentations by representatives of business, government, and education on a wide range of topics, including financial management. Prominent keynote speakers were San Antonio Mayor Henry Cisneros and Wisconsin Senator Robert W. Kasten.

In 1988-89, Milwaukee Area Technical College collaborated with Waukesha County Technical College on an MBEP program known as BEST, for "Business and Entrepreneurial Skills for Teens." The program, designed for area youth ages 16-21, provided workshops on such topics as business organization, marketing, financing, and management. As part of a course titled "Starting a Business," Students were asked to develop business plans; those producing the best plans were selected to attend the National Minority Business Development conference in San Diego. During Minority Enterprise Development Week in Wisconsin, The MBEP schools held "Market Place 88," a three-day minority business conference. Over 300 minority suppliers and contractors participated in "Market Place 88," co-sponsored by the Hispanic Chamber of Commerce and the Wisconsin State Department of Development. The college also sponsored a Regional Partnership Forum which drew a large number of area minority business owners.

Mississippi Valley State University in Itta Bena, Mississippi (1986-87) attracted 150 youngsters, ages 10 to 16, to a summer youth activities program in entrepreneurship. A slide/tape presentation explained the steps to entrepreneurship and guest speakers shared their experiences in developing their own businesses. Other project activities included a series of six seminars on business development and a student internship program created with support from the Jackson Minority Business Development Center. All students received certificates of completion and one was designated "Entrepreneur Fellow of the Year." Community partners included the Greenwood Chamber of Commerce and the University of Mississippi Small Business Development Center.

Morgan State University, in Baltimore, Maryland (1986-87) co-sponsored (with its School of Business and Management) its

first annual Entrepreneurship Week, attended by 200 students, 50 business operators, 35 business educators, and other small business specialists. The director of the Small Business Development Center at the Wharton School of Business in Philadelphia spoke on the Wharton Entrepreneurship Center and "The Spirit of Entrepreneurship." Other guest speakers represented General Motors, the Bank of Boston, and the Small Business Administration. Topics included "Assessing Your Entrepreneurial Skills," "The Difference Between Business Success and Failure," and "Entrepreneurial Nightmares and Triumphs." Community project partners included the Mayor's office and Baltimore's MBDA.

Navajo Community College in Tsaile, Arizona, (1984-85, 1987-88) collaborated with the Navajo Nations' Small Business Assistance Office to sponsor Minority Business Enterprise Project activities as a service to the Navajo Nation, spread across three states and 25,000 rural miles. The project sponsored Business Awareness Week, in cooperation with the Division of Economic Development, Navajo Nation Business People and the Miller Brewing Company, to increase awareness of business ownership on reservation. Included were a trade show and workshops and seminars on such topics as "Small Business Assistance," "Marketing Your Small Business," and "The Process of Starting a Business." Based on what they had learned, Indian business owners suggested the establishment of a Navajo Chamber of Commerce located on the reservation.

In 1987-88 MBEP made a significant contribution to the Navajo tribe's ongoing efforts to strengthen its economy. Working with minority entrepreneurs, businessmen and women, parents, and teachers the MBEP advisory board planned an interesting series of career awareness workshops and management training sessions. Over 500 students attended a Navajo Nation youth development career fair and some 100 participated in workshops which covered such topics as preparing for a business career, business entrepreneurship, and guidelines for business success. Youth activities also included an essay contest, special school projects, and even a ten kilometer run. A minority business owner/manager workshop which drew 45 people featured Navajo entrepreneurs who shared their expertise in marketing, contract bidding, and business planning with workshop participants. The Minority Business Enterprise Project strengthened Navajo Community College's efforts to convince reservation communities of the importance of providing business education for young people as well as adults. Administered in coordination with the Tribal Council, the State's Division of Youth Development Services, and the Shiprock Business Development Center, the project's success emphasized the importance of establishing a strong working relationship among the government, the business community, and educational institutions.

New Mexico Junior College in Hobbs, New Mexico, (1984-85) through its graphic arts, computer graphics, and marketing departments, created, published and distributed the "Free Enterprise Coloring Book," a tool for generating minority youth awareness of the free enterprise system. The unique coloring book was printed in English and Spanish and distributed throughout the Lovington and Hobbs school systems as a component of their comprehensive career education programs.

Norfolk State University in Norfolk, Virginia (1986-87) conducted an intensive 10-week training program which exposed nearly 400 business owners and managers from the Tidewater area to the marvels of "Computer Applications for Business." Armed with a mandate to promote urban economic development and entrepreneurial experiences among Black business persons and students of historically Black colleges and universities, the university launched its MBEP with a conference on "Entrepreneurship and Business Development: The Partnership." The project, working through the university's Small Business Training Center, also sponsored career awareness workshops and business manager training classes for both minority youths and minority business owners. Community partners included the Tidewater Area Business and Contractors' Association, Norfolk Small Business Institute, and the International Association of Black Business Educators.

Northern Virginia Community College in Annandale, Virginia (1987-88) used the theme of "Not Just a Dream . . . Business Ownership Can Be a Reality" in developing a comprehensive and innovative Minority Business Enterprise Project involving seminars, field trips, and hands-on activities. Administered by a committee which included representatives of local government, the community, and business and educational

interests, Northern Virginia Community College's project involved almost 3,300 minority youth from the area's middle and senior high schools and 125 minority business owners/managers in activities designed to aid them in career planning, new business development, and business management. The youth entrepreneurial training sessions made excellent use of already-established municipal and county programs, including the Alexandria City Public Schools Employment Training Program, the Alexandria Summer Youth Program, and the Fairfax County Department of Manpower Services. Special MBEP features included the entrepreneurial poster contest and a competitive event involving an independent work project. Scholarships and other prizes were presented to the eleven winners of the competitive events. A campus career fair featured exhibits provided by minority-owned businesses, and minority entrepreneurs were present to answer questions and provide advice and encouragement. In addition, 125 minority businessmen and women took advantage of a variety of management training sessions, including an American Management Association seminar by satellite designed specifically for minority businesses. The excellent response to management sessions has encouraged the college to consider additional ways in which it can to meet the needs of minority business owners/managers.

Oglala Lakota College in Kyle, South Dakota, (1984-85) targeted its MBEP activities to serve 25 businesses on the Pine Ridge Sioux Indian Reservation. The major project activity was the Oglala Lakota "Tatanka Lyacin" conference (meaning "in the manner of the buffalo" in the Lakota language, the buffalo being the provider of all things). The conference, conducted in partnership with the Oglala Sioux Tribe, First Nation's Project, Seventh Generation Fund and the Bureau of Indian Affairs, was entitled "Business Development as a High Priority in the American Indian Homeland." Conference workshops featured speakers from across the country. A tangible reward of MBEP activities was the establishment by local groups of the Oglala Lakota Fund to assist in the development of new businesses and the expansion of existing ones.

Pioneer Community College in Kansas City, Missouri, (1984-85) conducted its Minority Business Enterprise Project through a partnership of local groups, including the Black Economic Union, Hispanic Chamber of Commerce, Hallmark Cards, Kansas City Power and Light Company, United Telecommunications, IBM Corporation, Minority Contractors Association, Southwestern Bell and several executive trade associations. Each partner sponsored a youth awareness activity, providing facilities, refreshments and speakers. Strong support and additional resources were provided by the Minority Business Development Agency and the Minority Business Development Center.

Prince George's County Community College in Largo, Maryland (1986-87) used an intensive promotional campaign to market the successful MBEP developed by the college. A 30-minute promotional film was aired over three metrovision cable TV stations and promotional materials were sent to churches, schools, community group, and all 240,000 homes in the County. As a result, 3,000 students attended a Career Fair and several hundred expressed an interest in receiving additional business career training. Some 90 business owners and managers attended one or more training workshops offered by the college. The program also created a career counselling service and an entrepreneur resource and technical assistance bank. Among the project's many community partners were Prince George's Private Industry Council, National Alliance of Business, Howard University's Small Business Center, and the Minority Business Research Institute.

Rose State Community College in Midwest City, Oklahoma (1986-87) developed a week-long MBEP course focusing on every aspect of entrepreneurship, from how to start a business to writing a business plan. The college's project was developed in cooperation with a broad-based community advisory committee. Promoting the project as "Free Enterprise, The American Way of Life," course offerings included full-day seminars on economic development, selecting a small business, and writing a business plan. The project was effectively publicized to minority youth throughout the college's service area via an attractive brochure and letters of invitation.

Roxbury Community College in Boston, Massachusetts (1986-87), worked with the Shawmut Bank, Humphrey Occupational Resource Center, Jobs for Youth, Governor's Youth Business Initiative Program, and

Private Industry Council and other community agencies to implement its MBEP. The project targeted youth aged 15-26 by offering a seminar series on such topics as career development, entrepreneurship education, leadership motivation, and training and business management. The project also served adult business managers and owners through a business management training program. As a unique feature, field counselors provided on-site counseling to minority business owners.

Salish Kootenai College in Pablo, Montana, (1984-85) conducted six management training workshops on such topics as "Small Business Opportunities for the Young Adult," "Preparing a Business Plan," "Starting Your Own Daycare Program," "Financing the Small Business," "Income Tax Planning and Tax Liability," and "Marketing Research to Determine Target Markets." Interviews with local tribal business owners were videotaped and used in the workshops, as well as in college business classes and career motivation sessions for prospective business persons.

San Francisco Community College in San Francisco, California, (1983-85) conducted a highly successful four-hour seminar entitle "Creative Ways to Finance a Small Business" as one of its MBEP activities. The seminar, cosponsored by Safeway Store, Del Monte Corporation and Pacific Gas and Electric Company, addressed ways in which minorities can secure funding to enter the world of entrepreneurship. Several entrepreneurs in the Bay area received local and national recognition through the college's MBEP, among them the 14-year old owner of Tia's Emporium, a doll business. The Project raised funds to sponsor Tia's trip to study dollmaking in Europe.

Shelby State Community College in Memphis, Tennessee (1986-87) focused on career awareness activities to recruit high school students as future business entrepreneurs. Coordinators for the MBEP at the college contacted every city and county high school in the Memphis area to promote the importance of youth entrepreneurship. Agencies supporting the effort included the Memphis Partner's Program, a work incentive project sponsored by Holiday Inns, and the Black Achiever's Program, a project sponsored by an inner-city YMCA. The college conducted a program for 100 businessmen from the minority business community. Sessions included "Introduction to the Computer," "Bonding, Procurement, and Business Law," and "How to Write a Business Plan."

Southern University in New Orleans, Louisiana (1986-87) conducted seminars and workshops for over 300 Black, Native American, and Hispanic students through its Small Business Center as part of its MBEP. Part of the program's success was attributed to overwhelming support from the greater New Orleans business community as well as a strong advisory board comprised of a broad cross-section of business, political, and educational leaders. To enhance minority entrepreneurship in the community, the university and the MBDA cosponsored a small business procurement workshop for minority vendors; 30 small business owners attended. In addition, a series of youth awareness activities were conducted throughout the project.

Texas Southmost College in Brownsville, Texas, (1983-85) was able to involve the entire city of Brownsville in its Minority Business Enterprise Project because of the critical need felt by the citizens to expand economic growth. A film on the free enterprise system and the Rio Grande Valley was widely aired on local television stations. A full array of youth awareness and management training activities was conducted in cosponsorship with the chamber of commerce, the public schools, youth programs such as Distributive Education Clubs of America and Junior Achievement, and the local Minority Business Development Center.

Washtenaw Community College in Ann Arbor, Michigan (1986-87) could point to a joint business venture between two students and the development of three independent student businesses as tangible successes of its Minority Business Enterprise Project. The project provided training to minority youth, business owners, and managers through workshops and seminars on such issues as "Motivating Yourself for Success in Life and Business" and "Writing a Business Plan." Five students were awarded scholarships for producing exceptional business plans. A mentorship program, developed with an $8,600 grant from the Job Training Partnership Act, enabled students to work directly with local business owners to learn the day-to-day challenges and operations of small businesses.

Waubonsee Community College in Sugar Grove, Illinois (1987-88) used part of its Minority Business Enterprise Project to focus on the needs of minority businesswomen. A seminar specifically designed for minorities and women, titled "Helping Your Business Work with Governmental Agencies," featured a panel discussion by representatives of the Small Business Administration, the Illinois Department of Employment Security Job Services Division, and the Waubonsee Community College Procurement Assistance Center. The project also stressed youth career awareness activities, scheduling classes and workshops for high school students in such subjects as career exploration, computer usage, business mathematics, and communication skills. A college orientation evening at the Sugar Grove campus attracted some 210 students to presentations on careers in business. Waubonsee Community College staff also made several trips to area high schools, bringing career information directly to the students. In addition, 300 informational folders on careers in business (which included a booklet entitled *Teenage Entrepreneur's Guide*) were distributed to youth throughout the area. Minority business owners/managers received invitations to attend an open house at the college, where they discussed business management problems with college staff. Gratified with the success of the project, Waubonsee Community College is planning additional seminars for minority business owners and youths, more visits to high schools with large minority enrollments, and extra sessions of skill-improvement courses in reading, writing and mathematics for minority youth.

REGIONAL PARTNERSHIP FORUMS

An important component of the 1988-89 MBEP were the three Regional Partnership Forums held in the Chicago, New York, and San Francisco MBDA regions. Involving a minimum of 30-35 persons each, they were spearheaded by participating community colleges in each of the regions and had the support of numerous other educational institutions, government agencies, and private corporations.

The Regional Partnership Forums encourage the development of the education/corporate/government alliances so necessary to the success of the MBEP by:

- **Facilitating the dialogue** between educational institutions and public/private sector organizations;
- **Fostering partnerships** to support economic development efforts in all segments of the community;
- **Addressing the regional needs** of minority business owners; and
- **Establishing a format** that can be used at the state level to replicate regional forums.

Regional forums were held by two of the participating community college consortia, Bronx Community College/South Bronx Entrepreneurial Education Project (New York MBDA Region) and Milwaukee Area Technical College/Waukesha County Technical College (Chicago MBDA Region); Laney College in Oakland, California, a non-participating school, also held a forum. Each of the conferences was videotaped for future use.

In February, 1989, Laney College sponsored a day-long MBEP Regional Partnership Forum titled "Crossroads Where Business, Community and Education Meet;" the forum was co-sponsored by the Minority Business Development Agency, AACJC, Vista Community College, and the East Bay Small Business Development Center. Designed to highlight opportunities and support networks for the minority business community, the forum provided panel discussions by minority business owners, public officials and representatives of economic development organizations on marketing, contracting, entrepreneurial training, forming corporate partnerships, and innovative programs for small businesses. Over 50 minority business owners/managers took advantage of the opportunity afforded by the Laney forum to discuss business plans and problems with experts in the field.

Using the theme "Link Up for Success," Milwaukee Area Technical College and its MBEP partner institution, Waukesha County Technical College, sponsored a Regional Partnership Forum in November, 1988 which drew 70 minority business owners and approximately a dozen high school students. Keynote speaker for the forum was Congressman Les Aspin of Wisconsin; presentations were made by minority business owners and representatives of economic development agencies and educational institutions. Topics covered included "Federal Procurement Opportunities for Minority Business Development," "Successful Business Development Case Studies," "Minority Business Development Networks," and "Community Colleges, Partnerships at Work." A networking sessions which encouraged an exchange of information and

the formation of supportive business networks marked the end of a full day of forum workshops. Students and parents from the Ninth Street School (which had formed a school-business partnership with the Milwaukee Minority Chamber of Commerce) also attended the reception.

A late afternoon reception for forum participants featured a tour of the Milwaukee Enterprise Center's facilities for "incubating" new businesses, ie: providing small businesses with affordable "start-up" spaces and services.

Bronx Community College and its partner organization, the South Bronx Entrepreneurial Education Project, hosted a special Youth Partnership Forum and Awards Ceremony for young participants in the South Bronx Project in December, 1988 and a Regional Partnership Forum in February, 1989. Over 70 youth attended the December ceremony and 38 received awards, in what was only one of a series of MBEP events designed to foster partnerships between the educational sector and the business community.

Titled "Present and Future Entrepreneurs: Linking for Success," the Bronx Regional Partnership Forum was planned by a committee which included representatives of the Bronx Minority Business Center, the Mayor's office, and the Office of the Superintendent of High Schools. Youths from four high schools joined minority business owners/managers for seminars on how to start a business, where to obtain business loans, and procedures for securing federal contracts. Booths manned by representatives of a wide variety of private firms and public agencies provided information on everything from franchises to business computer systems. Some 80 participants benefited from the opportunity presented by the Bronx forum to network and to share ideas and opinions.

IV. Future Directions for the Project

During 1989-90 the American Association of Community and Junior Colleges will continue to enhance and expand development of the all-important partnership initiatives by developing eight partnership projects, in the six regions served by MBDA. The intention is to provide sufficient funds to allow for greater program impact.

Applications from community colleges for participation in the 1989-90 program must be submitted in conjunction with a high school, another community college, or a business/education community service organization. Regional offices of MBDA and the local MBDC must also collaborate in the development of the application.

In addition, AACJC has received funding to increase its assistance to Native Americans through MBEP. AACJC, in partnership with the national Rural Development and Finance Corporation, the Minority Business Development Agency and the Administration for Native Americans will expand the business training capacity of tribally-controlled schools and colleges by developing and disseminating *An Entrepreneur's Business Guide*, designed specifically for Native American youths. The *Guide* will include information on tribal laws applicable to Native American owned or operated businesses; course outlines for entrepreneurship and business management classes; and case studies of successful Native American businesses. *Guide* material will be added to the ACCESS network for ease of distribution, and all tribal colleges will be notified of its availability.

The primary program components continue to be business awareness activities for minority youth (with 12,000 targeted); entrepreneurial training activities for minority youth (with 1,200 targeted); and business management training to upgrade the skills of minority business owners/managers (with 1,200 targeted).

Within these general program guidelines, applicant schools will have great flexibility in developing programs best suited to local needs and resources. Each proposal must include, however, three major partnerships that will help provide the financial resources to assist in implementing program components.

Other major activities for 1989-90 include the showcasing of two youth competitions focusing on business awareness/business training activities and the production of educational materials needed to expand the scope of the program. The materials to be produced will include:

- **A video tape** on the project's role in minority economic development;
- **An entrepreneur's planning guide,** emphasizing guidelines for minority business involvement in the export sector;
- **A guide for Minority Enterprise Centers** with information on how they can serve as business incubators for minority entrepreneurs; and
- **Program brochures** that can be distributed nationwide.

These hands-on tools will enable the MBEP to reach a wider range of audiences. The new publications and visual aids will also provide information on two relatively new topics of interest for minority businesses: the potential profits to be made in the export sector and techniques for "incubating" new business. The Department of Commerce is seeking to increase the number of minority firms participating in export activities, and development of training materials on the subject would address this concern.

By the end of 1988, the American Association of Community and Junior Colleges/ Minority Business Development Agency partnership had exceeded the Association's most optimistic expectations. Since its inception in 1983, when there were 12 participating community colleges, MBEP has been directly involved with 50 community colleges in 50 different cities, more than 40 state and local government agencies, and a large number of private organizations and public agencies.

As noted in the introduction to this report, "Increased participation in the business world is essential to improving the economic status of minority Americans." With less than two million dollars in Federal support over a six-year period, MBEP has achieved impressive progress toward meeting that goal – first, by making thousands of minority youth and business owners/managers aware of entrepreneurial opportunities, and, second, by providing them with the knowledge and skills necessary to seize those opportunities. Much more remains to be done, but the Minority Business Enterprise Project has "shown the way." ■

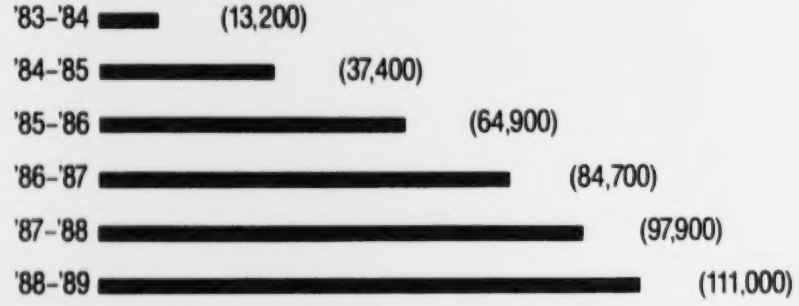
V. *Appendices*

Summary of Activities, 1983-1989

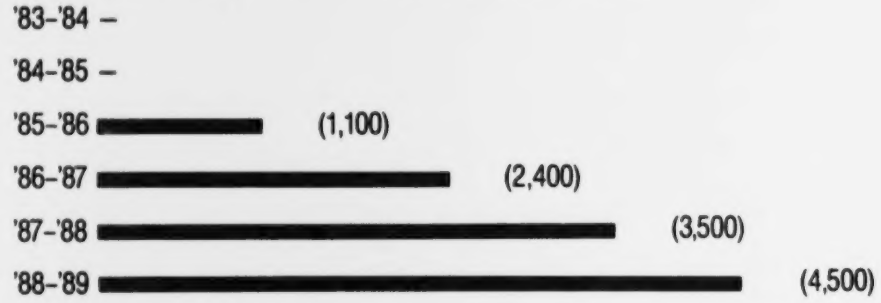
Participating:

Community Colleges	52
Cities	45
States	29 (incl. Puerto Rico)

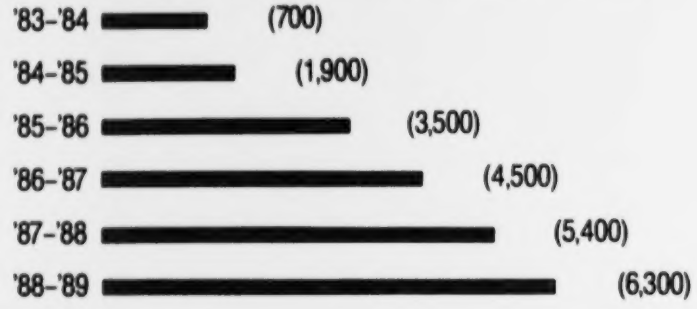
Youth Reached by Awareness Activities (cumulative):



Youth Reached by Business Training Programs (cumulative):



Business Owners/Managers Reached by Training Programs (cumulative):



Resources

United States Congress

1. **U.S. Senate Committee on Small Business**
Senate Office Building
Washington, D.C. 20510
(202) 224-5175

Hon. Dale Bumpers (Arkansas), *Chairman*

Alaska	Ted Stevens
Connecticut	Joseph I. Lieberman
Georgia	Sam Nunn
Illinois	Alan J. Dixon
Iowa	Tom Harkin
Iowa	Charles E. Grassley
Maryland	Barbara Mikulski
Massachusetts	John F. Kerry
Michigan	Carl Levin
Minnesota	Rudy Boschwitz
Mississippi	Trent Lott
Missouri	Christopher S. Bond
Montana	Max Baucus
Montana	Conrad M. Burns
Oklahoma	David L. Boren
South Dakota	Larry Pressler
Wisconsin	Robert W. Kasten, Jr.
Wyoming	Malcolm Wallop

Competition and Antitrust Enforcement Subcommittee
Mr. Harkin, *Chairman*

Mr. Lieberman	Mr. Stevens

Export Expansion Subcommittee
Ms. Mikulski, *Chairman*

Mr. Bond	Mr. Lieberman
Mr. Bumpers	Mr. Pressler
Mr. Harkin	Mr. Wallop

Government Contracting and Paperwork Reduction Subcommittee
Mr. Dixon, *Chairman*

Mr. Boren	Mr. Kasten
Mr. Grassley	Mr. Lieberman

Innovation, Technology and Productivity Subcommittee
Mr. Levin, *Chairman*

Mr. Baucus	Mr. Lott
Mr. Kerry	Mr. Stevens

2. **U.S. House Committee on Small Business**
2361 Rayburn House Office Building
Washington, D.C. 20515 (202) 225-5821

Hon. John J. LaFalce (New York), *Chairman*

Arizona	John J. Rhodes III
California	Tom Campbell
California	David Dreier
California	Esteban E. Torres
Colorado	Joel Hefley
Florida	Andy Ireland
Georgia	Charles Hatcher
Georgia	Richard Ray
Illinois	Charles A. Hayes
Illinois	Glenn Poshard
Illinois	Gus Savage
Indiana	John Hiler
Iowa	Neal Smith
Kansas	Jan Meyers
Kentucky	Romano L. Mazzoli
Louisiana	Richard H. Baker
Louisiana	Clyde C. Holloway
Maryland	Kweisi Mfume
Massachusetts	Silvio O. Conte
Massachusetts	Nicholas Mavroules
Massachusetts	Richard E. Neal
Michigan	Wm. S. Broomfield
Michigan	John Conyers, Jr.
Michigan	Frederick S. Upton
Missouri	Melton D. Hancock
Missouri	Ike Skelton
Nebraska	Peter Hoagland
Nevada	James H. Bilbray
New York	Eliot L. Engel
New York	Floyd H. Flake
New York	Michael R. McNulty
North Carolina	H. Martin Lancaster
Ohio	Thomas A. Luken
Ohio	Dennis E. Eckart
Oregon	Ron Wyden
Pennsylvania	Joseph M. McDade
Tennessee	Jim Cooper
Texas	Larry Combest
Texas	Bill Sarpalius
Virginia	Jim Olin
Virginia	Norman Sisisky
Virginia	D. French Slaughter, Jr.

Assistance Agencies, Associations and Organizations

1. **Minority Business Development Agency (MBDA)**
U.S. Department of Commerce
14th Street & Constitution Avenue, NW., Room 5073
Washington, D.C. 20230 (202) 377-1936

MBDA Regional Offices

a. Atlanta Regional Office/MBDA
1371 Peachtree Street, N.E., Suite 505
Atlanta, GA 30309 (404) 347-4091
Carlton Eccles, Regional Director

b. Chicago Regional Office/MBDA
55 East Monroe Street, Suite 1440
Chicago, IL 60603 (312) 353-0182
David Vega, Regional Director

c. Dallas Regional Office/MBDA
1100 Commerce Street, Room 7B19
Dallas, TX 75424 (214) 767-8001
Melda Cabrera, Regional Director

d. New York Regional Office/MBDA
26 Federal Plaza, Room 3720
New York, NY 10278 (212) 264-3262
Georgina A. Sanchez, Regional Director

e. San Francisco Regional Office/MBDA
221 Main Street, Suite 1280
San Francisco, CA 94105 (415) 974-9597
Xavier Mena, Regional Director

f. Washington Regional Office/MBDA
14th Street & Constitution Avenue, N.W., Room 6723
Washington, D.C. 20230 (202) 377-8015
Willie Williams, Regional Director

Minority Business Development Centers (MBDC's) are listed under "U.S. Government" in the local telephone directory.

2. **Small Business Administration (SBA)**
1441 L Street, N.W.
Washington, D.C. 20416 (202) 653-6365

Small Business Development Centers (SBDC's) are listed under "U.S. Government" in the local telephone directory.

3. **Indian Business Development Centers (IBDC's)**

a. United Indian Development Association
9650 Flair Drive, Suite 303
El Monte, CA 91731-3008 (818) 442-3701
Steven Stalling, President

b. United Indian Development Association
2111 East Baseline Road, Suite F-8
Tempe, AZ 85283 (602) 831-7524
Nelson Bia, Project Director

c. Minnesota Chippewa Tribe
Route 2, Facility Center
3045 Farr Avenue, Box 217
Cass Lake, MN 56633 (218) 335-2252
Brian T. Kerfoot, Project Director

d. Eastern Band of Cherokee Indians
Acquoni Road, Box 1200
Cherokee, NC 28719 (704) 497-9335
Ronald J. Blythe, Project Director

e. All Indian Pueblo Council
3939 San Pedro N.E.
P.O. Box 6507, Suite B
Albuquerque, NM 87110 (505) 242-4774
Robert Johnson, Project Director

f. United Tribes Educational Technical Center
3315 University Drive
Bismarck, ND 58501 (701) 255-3285
Dennis Huber, Project Director

g. American Indian Consultants, Inc.
2070 E. Southern Avenue
Tempe, AZ 85282 (602) 945-2635
Franklin W. LaFave, Jr., President

h. T3RC Associates
5727 S. Garnett, Suite H
Tulsa, OK 74156 (918) 250-5950
David Baldwin, Project Director

4. **Service Corps of Retired Executives (SCORE)**
655 15th Street, N.W. Suite 901
Washington, D.C. 20005 (202) 653-6279

5. **Small Business Institute Program (SBI)**
1441 L Street, N.W., Room 317
Washington, D.C. 20416 (202) 653-2369

6. **Internal Revenue Service**
Listed under "U.S. Government" in the local telephone directory.

7. **National Federation of Independent Businesses (NFIB)**
600 Maryland Avenue, S.W., Suite 700
Washington, D.C. 20024 (202) 554-9000

8. **International Council for Small Business (ICSB)**
Chicopee Complex
University of Georgia
Athens, GA 30602 (404) 542-5760

9. **National Minority Business Council, Inc. (NMBC)**
235 East 42nd Street
New York, NY 10017 (212) 573-2385

10. **National Rural Development and Finance Corporation**
1818 N Street, N.W., Suite 410
Washington, D.C. 20036 (202) 429-9017

Other Sources

1. **Superintendent of Documents, U.S. Government Printing Office,** Washington, D.C. 20420 (202) 783-3238

Characteristics of Business Owners. 1982. U.S. Department of Commerce, Bureau of the Census (updated version to be released in 1991).

2. **Office of Public Affairs, U.S. Department of Commerce,** Washington, D.C. 20030 (202) 377-4190

#1245–*Where You Are: Where You Are Going.* 1980. Film. 15 min. Examines the role and impact of accurate records on small businesses.

#1246–*Very Enterprising Women.* 1980. Film. 15 min. Shows five women who have started their own businesses and succeeded.

#1247–*Beat the Odds.* 1980. Film. 20 min. Shows a variety of effective techniques for managing a small business.

#1248– (#1248B in Spanish)–*Credit and Collection: Taking Charge.* 1981. Film. 15 min. Gives advice from business managers who are successfully using credit in their operations.

#1250–*Accounts Receivable.* Film. 34 min. Clarifies the relationship of accounts receivable to cash flow and profit.

#1251–*The Accounting Process.* Film. 27 min. Shows how an accounting system works.

#1252–*The Balance Sheet.* Film. 21 min. Explains the balance sheet, and income and cash flow statements.

#1253–*Financial Growth.* Film. 33 min. Shows the relationship of growth in sales to profit and cash flow.

#1254–*Events at Putnam's Crossing.* 1983. Film. 21 min. Demonstrates the nature and seriousness of product liability, and how its effects may be diminished by business owners.

#1255–*Taking Care of Business.* 1984. Film. 28 min. Explains federal tax responsibilities of small business owners. An IRS/SBA production.

#1256–*Time Bomb.* 1983. Film. 9 min. Deals with the problems of computer operations which suffer a series of disasters due to inadequate security.

#1257–*Are You an Entrepreneur?* 1983. Film. 15 min. Helps the viewer decide if he or she is an entrepreneur.

#1258–*What's the Best Business for You?* 1983. Film. 15 min. Explains tools for assessing a business idea.

#1259–*That's Business.* 1983. Film. 30 min. each. Describes profit (Part I) and cash flow forecasting techniques (Part II) for established businesses. Parts I and II sent as a unit.

3. **Learning Corporation of America,** 1350 Avenue of Americas, New York, NY 10019 (212) 397-9330

#EP111–*Bankrupt.* Film. 16mm. 30 min. Video, ¾" or ½". PBS *Enterprise* series. Deals with consequences of failure to use innovative management techniques.

4. **Beacon Films,** P.O. Box 575, Norwood, MA 02062 (617) 762-0811

Basic Records for a Small Business. Film. 19 min. Case studies examining operating problems involving record keeping.

Credit and Collections for a Small Business. Film. 19 min. Case studies examining operating problems involving credit and collections.

Financing a Small Business. Film. 17 min. Case studies examining operating procedures and financial problems.

How Much Capital Will You Need? Film. 17 min. Explains how to determine what capital an entrepreneur needs to start and operate a new venture.

What Will Your New Venture Demand? Film. 20 min. Looks at people whose skills are as essential to the success of a new venture as those of the entrepreneur.

Do You Need a Business Plan? Film. 21 min. Provides background to help the entrepreneur understand how a business plan is used to determine the viability of a business proposition and to obtain financing.

Evaluating a Small Business. Film. 18 min. Examines the pros and cons of starting a business from scratch, taking over an existing operation, and buying into a franchise.

How Do You Buy a Business? Film. 21 min. Advocates the development of a strategic plan to buy an existing business.

How Do You Buy a Franchise? Film. 21 min. Puts the purchase of a franchise in perspective.

How Much Capital Will You Need? Film. 17 min. Explains how to determine the capital needed to start and operate a new venture.

What Should Your Business Plan Contain? Film. 22 min. Discusses essential sections.

What's the Best Business for You? Film. 15 min. Explains tools for assessing a business idea.

Who Will Help You Start Your Venture? Film. 20 min. Explores the kind of assistance needed by an entrepreneur in developing a business idea.

Who Will Your Customers Be? Film. 18 min. Outlines the steps involved in defining the potential customers of a business.

How Can You Survive Business Crises? Film. 21 min. Explores why businesses commonly fail and strategies to avoid that end.

5. **Public Affairs Officer, local IRS Office.** Listed under "U.S. Government" in the telephone directory.

HEY, We're Back in Business. Film. 27 min. 16mm. English and Spanish. Discusses good record keeping, tax deadlines and free IRS assistance for new businesses.

Money Talks. Film. 27 min. 16mm. Video ¾" & ½" Beta and VHS. Presents history of U.S. taxes from colonial times to post-World War II.

A Vital Service. Film. 9 min. 16mm. ¾" videocassettes. Enlists organizations into the Volunteer Income Tax Assistance (VITA) Program to help low-income, non-English speaking and handicapped with tax forms.

Taking Care of Business. Video. 28 min. ¾" & ½" Beta and VHS. Discusses federal tax responsibilities of small business owners.

6. **Great Plains National Instructional Television Library (GPN),** Box 80669, Lincoln, NE 68501 1-800-228-4630 (toll free)

Business Computing. . .Cut Down to Size. 1980. Five video cassette lessons (15 to 27 minutes). Explains computers in business and their relationship to various job functions.

7. **American Management Association Extension Institute,** 135 West 50th Street, New York, NY 10020 (212) 903-8040

Managing Cash Flow. Self instructional workbook-cassette program. Shows how to produce a comprehensive picture of cash flow, how to minimize the cost of credit, and how to determine and maintain optimum levels of cash receivables, and inventory.

8a. **CRM/McGraw-Hill,** Marketing Manager, 4th Floor Training & Development Division, 1221 Avenue of the Americas, New York, NY 10020

A Case of Working Smarter, Not Harder. Film. 16 min. Provides a case study for supervisors about how to delegate.

The Small Business Guide to Borrowing Money. 1980. For both newcomers and seasoned entrepreneurs.

8b. **CRM/McGraw Hill,** P.O. Box 614, Del Mar, CA 92014

The Case of the Snarled Parking Lot. Film. 22 min. Deals with problems of priorities, communications and snap decisions.

Performance Appraisal: The Human Dynamics. Film. 25 min. Shows how managers in major organizations have learned management skills and techniques.

The Effective Uses of Power and Authority. Film. 32 min. Describes how to develop skills for effective utilization of managerial power.

Delegating. Film. 30 min. Illustrates the hidden traps in delegating.

Decisions. Film. 28 min. Cultivates leaders' self-confidence necessary for making decisions in an orderly, rational, and timely manner.

9. **Sallenger Films,** 1635 Twelfth Street, Santa Monica, CA 90404 (213) 450-1300

So Who's Perfect? Film. 14 min. Explores some common mistakes made in giving and receiving criticism.

Nonverbal Communication. Film. 15 min. Helps develop awareness of nonverbal messages.

Goal Setting. Film. 17 min. Explains a step-by-step process for setting and achieving goals.

The Elephant. Film. 6 min. Uses a fable to illustrate such ideas as communication, perception, listening, problem solving, specialization, organizational development, and human resource development.

Case Studies in Communication. Film. 18 min. Demonstrates some ways in which assumptions distort perceptions of people and situations.

10. **The Cally Curtis Company,** 1111 North Las Palmas Ave., Hollywood, CA 90038 (213) 467-1101

On Your Own. Film. 7 min. Demonstrates that each person is his own motivator.

PASS IT ON!: How to Prevent Mistakes and Misunderstandings. Film. 11 min. Points out the cost to management of poor communication.

11. **Associated Management Institute, Inc.,** 1125 Missouri Street, Fairfield, CA 94533

Fundamentals of Finance for the Non-Financial Manager. Six audio cassettes. Explores the language of accounting and assists entrepreneurs in setting up systems for future needs.

12. **Interstate Distributive Education Curriculum Consortium (IDECC),** The Ohio State University, 1564 West First Avenue, Columbus, OH 43212 (614) 486-6708

Marketing Goods and Services. 1981. Audiotape. Cassette. Slides (75 frames). Teaches secondary and post secondary students about market identification, channels of distribution, marketing strategies, business goals, competition, promotional mix, product life cycles, and related matters.

13. **North Carolina Department of Community Colleges,** Media Processing Section, 100 S. Harrington Street, Raleigh, NC 27611

Planning for Success. Four videotapes. ¾" cassettes. 30 min. each. #PS01 demonstrates the importance of a written business plan. #PS02 defines marketing process and shows distinction between marketing and sales. #PS03 covers types of loans, making projections, obtaining financing, and sources of funding. #PS04 emphasizes all facets of managing cash flow and record systems that will minimize problems.

14. **Business Education Films,** 7820 20th Avenue, Brooklyn, NY 11214 (212) 331-1045.

Three Times Three. Film. 14 min. Illustrates the important keys to small business success.

15. **ESP, Inc.,** P.O. Drawer 5037, Jonesboro, AR 71401

#10200–*Birth of a Business: The American Dream.* A set of 12 audio cassettes. 15 min. each. Worksheets and tests. Teaches the basic principles of business for those who want to train key people or for those contemplating the establishment of a new business.

16. **The National Center for Research in Vocational Education,** The Ohio University, 1960 Kenny Road, Columbus, Ohio 43210

Program for Acquiring Competence in Entrepreneurship (PACE), Revised. A modularized, competency-based entrepreneurship program of instruction for secondary, post-secondary and adult learners.

Entrepreneurship in Vocational Education: A Guide for Program Planning. 1982. Assists vocational education program planners and curriculum developers in selecting materials for secondary, post-secondary, and adult entrepreneurship training.

Entrepreneurship for Women: An Unfilled Agenda. 1981. Outlines the characteristics and needs of the small business owner, emphasizing development in entrepreneurship education for women.

17. **Prentice Hall, Inc.** Englewood Cliffs, NJ 07632

Baumbacks Guide to Entrepreneurship. 1981. Describes going into business for yourself (handbook).

New Venture Strategies. 1980. Describes 11 different types of entrepreneurs.

18. **Balagrove Publications,** P.O. Box 584 M.8., Manchester, CT 06040.

Strategies for Minority Business. 1980. Brings to the attention of minority entrepreneurs or potential entrepreneurs an awareness of minority business survival.

19. **Arkansas State Board of Vocational Education,** Little Rock, AR

Arkansas Junior Executive Training Curriculum Guide. 1981. A guide for two-hour block courses on small business management and entrepreneurship.

20. **Venture Concepts Systems,** 1901 L Street, N.W., Suite 400, Washington, DC 20036 (202) 331-9265

New Enterprise Training for Profits. Cassette. Includes an instructional guide and five audiovisual modules showing realities of business ownership and use of the business plan as the venture grows.

21. **Vocational Studies Center,** University of Wisconsin-Madison, 964 Educational Sciences Building, 1025 West Johnson Street, Madison, WI 53706

A Handbook on Utilization of Entrepreneurship Material for Vocational Education. 1981. Assists individuals conducting inservice training or incorporating entrepreneurship materials into existing vocational education programs.

Getting Down to Business: What It's All About. 1981. Provides a generic introduction to entrepreneurship.

Resource Guide of Existing Entrepreneurship Materials. 1981. Lists all entrepreneurship materials identified during the literature review phase of the project.

Getting Down to Business (Modules 2–36). 1981. Business-specific instructional modules for development of entrepreneurship training components in vocational education.

22. **Securities Industry Minority Capital Foundation,** 490 L'Enfant Plaza East S.W., Washington, DC 20024

Minority Capital Resource Handbook: A Guide to Raising Capital for Minority Entrepreneurs. 1980.

23. **University Bookstore,** Memorial Union, Iowa State University, Ames, IA 50011

Entrepreneurship: A Senior High School Home Economics Career Exploration Unit. 1981. Assists high school economics teachers in incorporating an entrepreneurial dimension into their programs.

24. **South-Western Publishing Company,** 5101 Madison Road, Cincinnati, OH 45227

Creating a New Enterprise. 1982. A secondary school teacher's guide to all aspects of entrepreneurship.

25. **Holt, Reinhart, & Winston,** 383 Madison Avenue, New York, NY 10017

The Women's Guide to Starting a Business. 1981. Discusses tasks of starting and operating a business, and success stories of women-owned businesses.

26. **Ohio Distributive Educational Materials Laboratory,** 115 Townsend Hall, 1885 Neil Avenue, Columbus, OH 43210

Going Into Business for Yourself. A curriculum guide intended for use with 11th and 12th grade marketing and distributive education students.

27. **Prentice Hall, Inc.,** Englewood Cliffs, NJ 07632

How to Free Yourself in a Business of Your Own. 1980. Examines the emotional fulfillment in being one's own boss.

The Small Business Survival Guide – Sources of Help for Entrepreneurs. 1980. Resources of interest to beginning or practicing entrepreneurs.

Be Your Own Boss: A Woman's Guide to Planning and Running Her Own Business. 1980. Written for women who want to become business owners.

Start Your Own Store: Managing, Merchandising, and Evaluating. 1982. A text providing introductory material to the potential retail entrepreneur.

28. **Richard Meek Publishers, Inc.,** 200 Madison Avenue, New York, NY 10016

Minding My Own Business: Entrepreneurial Women Share Their Secrets for Success. 1981. Describes experiences of over 100 women opening and operating a business as well as issues and problems unique to women entrepreneurs.

29. **The American Vocational Association,** 2020 North 14th Street, Arlington, VA 22201

Contemporary Challenges for Vocational Education, 1982 Yearbook of the American Vocational Association. A resource on entrepreneurial education.

30. **Illinois State Board of Education,** 100 North First Street, Springfield, IL 62777

Organizing Small Business Programs in Community Colleges. 1982. Provides information to Illinois community colleges for meeting the needs of current and future small business entrepreneurs.

31. **Institute for Information Studies,** 200 Little Falls Street #104, Falls Church, VA 22046

Small Business Enterprises for Workers with Disabilities. 1982. Makes disabled individuals aware of their own potential entrepreneurial capacities.

32. **University of Missouri-Columbia,** 10 Industrial Education Building, Columbia, MO 65201

Operating Your Own Business. 1980. Secondary-level marketing and distributive education performance-based instruction unit with 19 lesson plans.

33. **The Stephen Green Press,** Brattleboro, VT

How to Prosper in Your Own Business – Getting Started and Staying on Course. 1981. A guide for entrepreneurs.

34. **Allyn and Bacon, Inc.,** 470 Atlantic Avenue, Boston, MA 02210

Entrepreneurship and Small Business Management. 1980. A step-by-step process for developing a business plan, for starting, operating and managing a business, for evaluating performance, and for changing strategies.

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